

## I. EXECUTIVE SUMMARY

### Introduction

The City of Charlotte Solid Waste Services Key Business (SWS) makes every effort to excel in quality solid waste management. The City is currently divided into four collection zones, East, West, North and South. In FY2009, SWS crews will continue to provide weekly collection of garbage, recyclables, yard waste, and bulk items in the East, North, and South zones under the City's managed competition/optimization guidelines. In all collection zones, SWS provides the collection of dead animals and tires; sweeps cleans and picks up litter from streets and right-of-way areas. SWS also participates in neighborhood cleanups and other specialized cleaning programs including continual maintenance of the Central Business District. In a collaborative effort with the Charlotte Transit Authority (CATS), SWS provides maintenance of the trolley corridor and bus stops.

Solid Waste Services Collection Division is the business unit charged with weekly residential collection from single-family and multi-family dwellings having fewer than 30 units in the East North and South collection zones under a managed competition/optimization agreement. Garbage, recyclables and yard waste are collected from the curb on the same day of the week; bulk items, white goods and tires are collected within 7 days of call-in. Disabled residents may request backyard garbage collection with the recommendation of a certified physician and receive the service upon verification of the need by City staff.

The West Collection Zone is served under a managed competition contract with Inland Service Corporation, a private solid waste collection firm. The City contracts with Allied Waste Services Inc. to collect refuse and recyclables from multi-family complexes having 30 or more residential units that use dumpster or compactor bulk containers. The City also contracts with Allied Waste Services, Inc. to provide scheduled bulky item pickup service from those complexes serviced under the multi-family collection contract. In addition, the City contracts with Otto Container Management, the lease, delivery and maintenance of all rollout garbage containers. Throughout the City, all residents are provided with one 95 or 96-gallon rollout cart and one 16-gallon recycling bin free of charge. Supplying rollout containers through a lease agreement instead of an outright purchase was a relatively new business model that has been successfully implemented in Charlotte.

In support of the core business, the SWS Public Services Division handles public education and awareness of available solid waste services through the development and implementation of public affairs programs, public education initiatives and media-related services. The Contract Services Division monitors daily contract field operations to ensure contract compliance and customer satisfaction. This area also manages the Multi-family Collection Contracts for complexes having 30 or more residential units. In addition, SWS receives code enforcement support of applicable solid waste ordinances from a collaborative agreement with Neighborhood Services Key Business.

## Solid Waste Services Vision Statement

We will be a leader in the solid waste industry and the service provider of choice for the City of Charlotte.

## Solid Waste Services Mission Statement

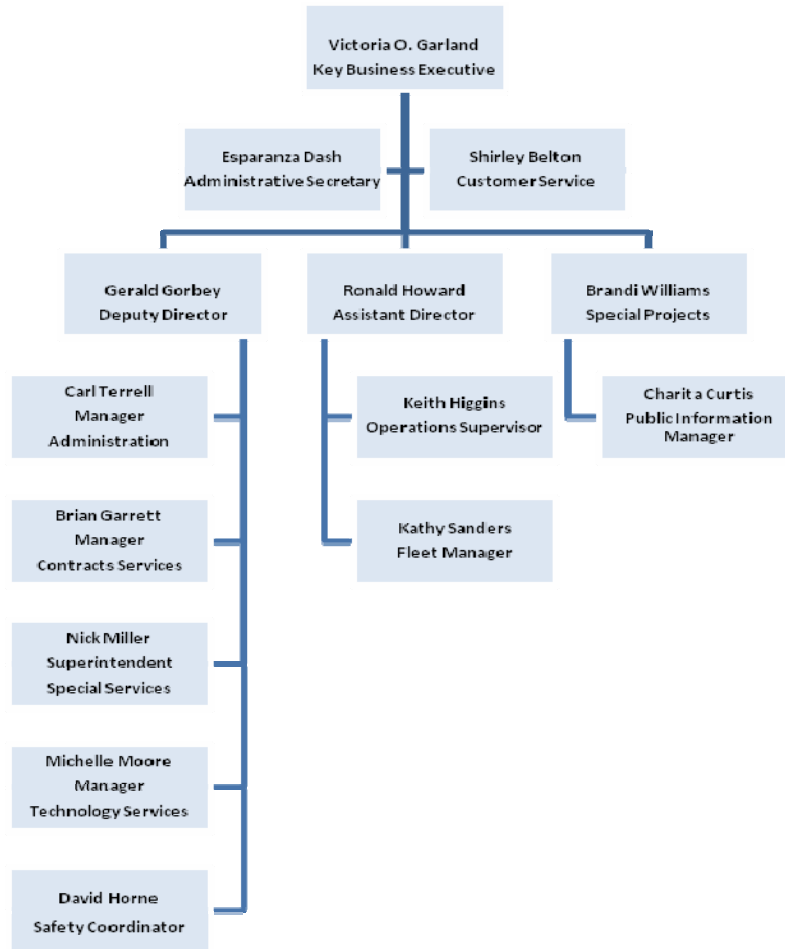
We will partner with the community to deliver competitive and quality solid waste services that promote an attractive and healthy environment.

## Some Key Issues and Challenges

1. The **rapid growth in residential development** in the City, makes maintaining a comprehensive database of new residential addresses a challenging task. Address verification of all residential units is essential to the managed competition business model. Under the model, SWS receives a set credit for each unit served. The credits for the identified units are balanced against actual operating expenses. The result provides an accounting of the operating status of a managed competition contract. In addition, the types of residential developments being built with multifamily complex type density and with built-in collection impediments such as narrow alleyways pose collection problems of their own. Also, non-managed competition growth in the Center City from an explosion in multifamily-type residential properties, the professional sports complexes such as the Bobcats Arena, expanded bar, club, restaurant, Johnson and Wales student activities; and special events continue to challenge SWS' ability to provide adequate waste collection and maintenance services to various Center City structures. In addition, the NASCAR Hall of Fame facility and a planned baseball stadium will place an even greater burden on the City's infrastructure by attracting more visitors to the area, thus requiring additional collection and maintenance activities.
2. **Competitive pay for field employees** has been a challenge to recruitment and retention of qualified staff. Frequently, drivers leave after receiving training and experience because our compensation is not competitive with the private sector job market. Frequent turnover decreases productivity and increases collection cost. This challenge will be addressed in part by the pay adjustments for certain job types that was approved for FY09. However, the managed competition model with its unbalanced emphasis on cost sometimes at the expense of enhanced customer service and adequate employee compensation continues to pose a problem to eliminating pay inequities in the labor and trade job classes.
3. A major challenge is the **public education and awareness** of a large and diverse population about how to access and properly use available solid waste services. In particular, a recent escalation in the number of carts reported by residents as stolen or missing from their assigned residences has revealed that increased public education and enforcement efforts will be required to resolve this problem that directly impacts budgetary resources. Comprehensive strategies are already underway to solve this specific problem and other problems too that should lead to improved customer service, cost savings, and increased protection to the environment.

## Organizational Structure

Solid Waste Services Key Business places its greatest emphasis on delivering exemplary service to its customers that enhances the City of Charlotte aesthetically as well as protects public health and the environment in a safe and cost effective manner. The SWS mission is administered under the leadership of the SWS Key Business Executive (KBE) and a SWS Leadership Team that consists of a SWS Deputy Director, SWS Assistant Director, Administration Manager, Special Services Superintendent, Contract Services Manager, Technology Services Manager, Special Projects Manager and Public Services Manager with assistance from dedicated staff. The organizational chart below lists the SWS functional structure with a summary of Key Business services and activities.



ASSISTANT DIRECTOR	ADMINISTRATION	CONTRACTS SERVICES	SPECIAL SERVICES	TECHNOLOGY SERVICES	SPECIAL PROJECTS
--Residential Collections	--Strategic Operating Plan/ Mgmt. Reports	--Field Contract Monitoring	--Central Business District	--Strategic Technology Plan	--Public Information Office
--Neighborhood Services	--Rollout Container Lease Agreement	-- Multifamily Collection Contracts	--Business Garbage Collection	--Route Mapping	--Public Education
	--Human Resources		--Street & ROW Cleaning	--Business Systems Support	
	--Procedurement/Landfill Account		--Specialized Collections		
	--Managed Competition Reporting		--Special Events Support		

## II. STRATEGY AND KBU PLANNING

### Recent Accomplishments

Solid Waste Services has been successful in many quality solid waste service initiatives that contribute to a healthy and more attractive environment for the City of Charlotte and its residents. The list below highlights some of Solid Waste Services recent accomplishments.

- SWS achieved a citywide litter index rating of 1.63. The rating is awarded by Keep America Beautiful, Inc., and serves as an assessment of a city's cleanliness. The rating is awarded on a scale of 1.0 to 4.0 with 1.0 being the highest rating. Charlotte has a national reputation of being a very clean city. In FY07, the City's rating was 1.85 and in FY06, the rating was 2.00.
- SWS met its goal of increasing neighborhood partnerships to increase bulky item scheduling. The Call and Send Program had continued success. The objective of the Call and Send Program is to get citizens to increase scheduled pickup service to make the City cleaner, healthier and more attractive. Four new neighborhoods were added to the program meeting 100% of the target.
- SWS developed a new resource/website for multi-family property owners, property managers and real estate agents to access information regarding garbage, recycling and bulky item collection as well as tips for educating their residents about solid waste management.
- In its fifth year of existence, the SWS Speakers Bureau continues to be an excellent resource to educate residents and increase awareness of the services provided by Solid Waste. Throughout the year, SWS steadily receives requests for these community awareness presentations.
- Implemented recycling program for Disability customers. Citizens who would like to participate will receive backdoor collection similar to the services currently provided for Disability garbage customers.
- SWS met its goal of conducting educational initiatives to decrease item preparation violations for 25% of 16 garbage collection routes identified as having multiple item preparation issues.
- SWS provided residential refuse collection at a cost-per-ton collected of \$58, which was lower than the statewide average of \$90.
- SWS provided residential recyclables collection at a cost-per-ton collected of \$203, compared to the statewide average cost of \$231.
- SWS collected 2,595 tons of refuse per full time equivalent (FTE), compared with 1,467 tons per FTE statewide. This is the eighth consecutive year that the City collected substantially more refuse than the statewide average at a lesser cost.
- SWS provided curbside yard waste collection at a cost-per-ton collected of \$118 compared to the statewide average of \$122.
- SWS averaged 3.04 refuse complaints per every 1,000-collection points compared to the statewide average of 50.1 complaints.
- Beginning in May of 2007, Solid Waste Services installed AVL (Automated Vehicle Locator) devices on 66 vehicles; 47 in Collections and 19 Special Services vehicles. Since the installation of the devices, a number of business processes have reflected improvement including customer service, routing efficiencies, record keeping and performance management.

- The AVL devices were installed on East and South Zone garbage and recycling trucks. The financial summary for the East Zone covering the period of July 1 to September 30, 2007 indicates a distinctly positive trend; with a loss of \$38,230 in July, a loss of \$4,587 in August, and a savings of \$29,336 in September. Over the same time period, overtime hours dropped by 25% and fuel costs decreased by 35%.
- The financial summary for the South Zone indicates a reduction in overtime hours of 12% as well as a drop of 28% in fuel costs. Although the attribution of the results solely to AVL use may not be completely appropriate, the North Zone, which had 1 AVL device installed for testing, recorded an increase in total operating costs of 10%, the South achieved a drop of 35% in operating costs and the East reduced operating expenses by 26%.
- Clearly, the AVL system contributed to the positive results in the South and East zones. Plans to equip the rest of the SWS fleet are underway.
- SWS also used the AVL technology to more effectively dispatch drivers in the field to handle customer service requests. By seeing where the truck is located, the dispatcher has been able to give them directions. In addition, when a crew needs help, or a service request is received, she can locate the closest crew and dispatch them accordingly. We are also using the system to verify driver's daily reports as to their activity for the day. This has given us opportunities to coach them as to how they may improve their productivity, as well as, use the reports for disciplinary actions when necessary. We will realize additional benefits when the entire fleet is equipped with the AVL units.
- AVL helped improved a number of other business processes. Customer service claims of misses or property damage have been researched using the replay option in the software. AVLS enabled better monitoring of Fuelman to lower risk of irregularities. Rather significantly, the AVL system has allowed SWS to extend supervisory capability in some instances without increasing position count, as well as provide a record of accurate work activity data used in the routing process. SWS is also using the AVL system to balance and restructure Special Services business garbage routes.
- Provided more training to all employees in the field to help development additional skills for future employment advancement, including partnering with Central Piedmont Community College to assist employees with development of their skill sets such as the Workplace Pathways Program and the Skills Enhancement Training Program.
- Developed and implemented a new employee orientation program for all Solid Waste Services. This is required of new employees so they will be abreast of SWS policies and procedures, as well as employee expectations.
- SWS provided wellness seminars and events for 100% of its employees to promote wellness. SWS continued to distribute a monthly Wellness newsletter.
- SWS collaborated with Mecklenburg County solid waste officials to develop a revised 10-Year Solid Waste Management Plan that includes initiatives designed to reduce per capita waste disposal.

In FY09 SWS will work to successfully resolve the issues and challenges that arise in order to deliver comprehensive citizen service.

## Links to Corporate Strategy

### Serve the Customer.

Currently, SWS provides residential service to over 200,000 single-family households, over 98,000 multi-family households and approximately 4,000 businesses within the City of Charlotte. Services include the weekly collection and disposal of garbage, bulky item collection, yard waste and the delivery and repair of rollout containers. Additionally, SWS provides street-sweeping services, special event clean ups, downtown business district maintenance and a myriad of other programs and services that serve our customers.

### Run The Business.

SWS recognizes the need for its customers to reap the benefits of sound, effective business practices, as it develops new and ongoing programs and services. SWS anticipates that it will fulfill its service commitments as well as provide a quality level of service to its customers. Through the development of collaborative initiatives, cooperation with internal and external partners, utilization of technology tools and resources and the streamlining of processes, SWS will be successful in providing the highest level of overall service delivery.

### Manage Resources.

As a leader in managed competition, SWS' goal is to deliver the best service at the lowest possible cost to its customers. SWS continues to be the most active KBU participating in the managed competition process. Managed competition has required SWS to reengineer its business processes. As a result, the SWS business model is unique to the public sector and has contributed to the creation of a better business model for the entire organization. SWS will also strive to adhere to the policy objectives of the Small Business Development Program that supports and encourages local business growth.

### Develop Employees.

SWS is keenly aware that its overall success hinges upon its ability to provide employees with the tools necessary to deliver optimum service. Therefore, SWS seeks opportunities to groom, develop and promote employees from within the organization through a myriad of training and development programs. SWS also considers its employees overall wellness as a critical part of its ability to perform services. Therefore SWS has incorporated a wellness program to ensure that employees are informed about the rigors of the job and how overall health decisions impact daily operational roles and responsibilities.

## Strategic Initiatives

Corporate Objective	KBU Initiative	Measure
Environmental Focus Area	Improve neighborhood appearance and raise public awareness about solid waste services.	Conduct educational initiatives for 25% of 16 garbage routes identified as needing intervention to improve collection efficiency.
Develop Collaborative Solutions	Develop effective alliances with internal and external partners.	Achieve citywide litter index rating of 2.0 or less on the Keep America Beautiful annual assessment.

<b>Optimize Business Processes</b>	Improve operational efficiencies	Benchmark performance standards for automated refuse collection in the East and South Zones using the AVL tracking system.
<b>Wellness</b>	Promote wellness in worksite environment.	Provide annual training on specific health related issues to no less than 95% of all SWS employees.

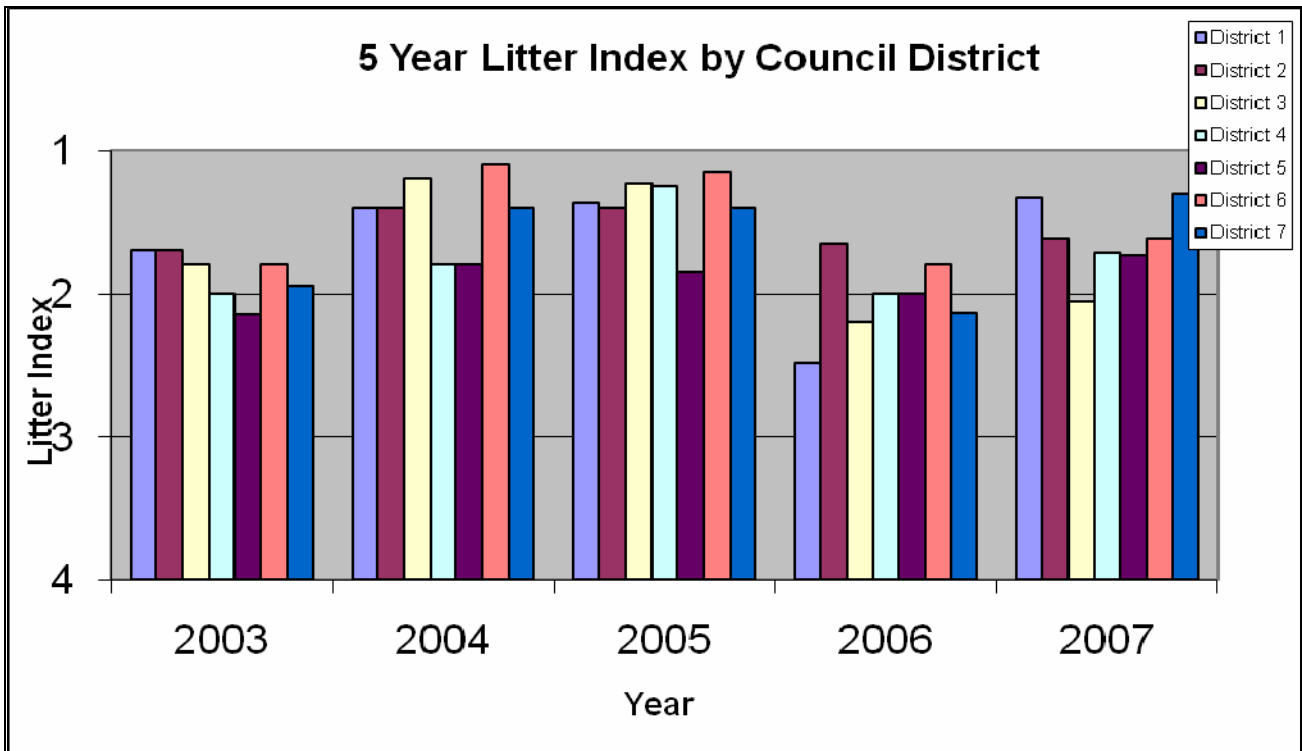
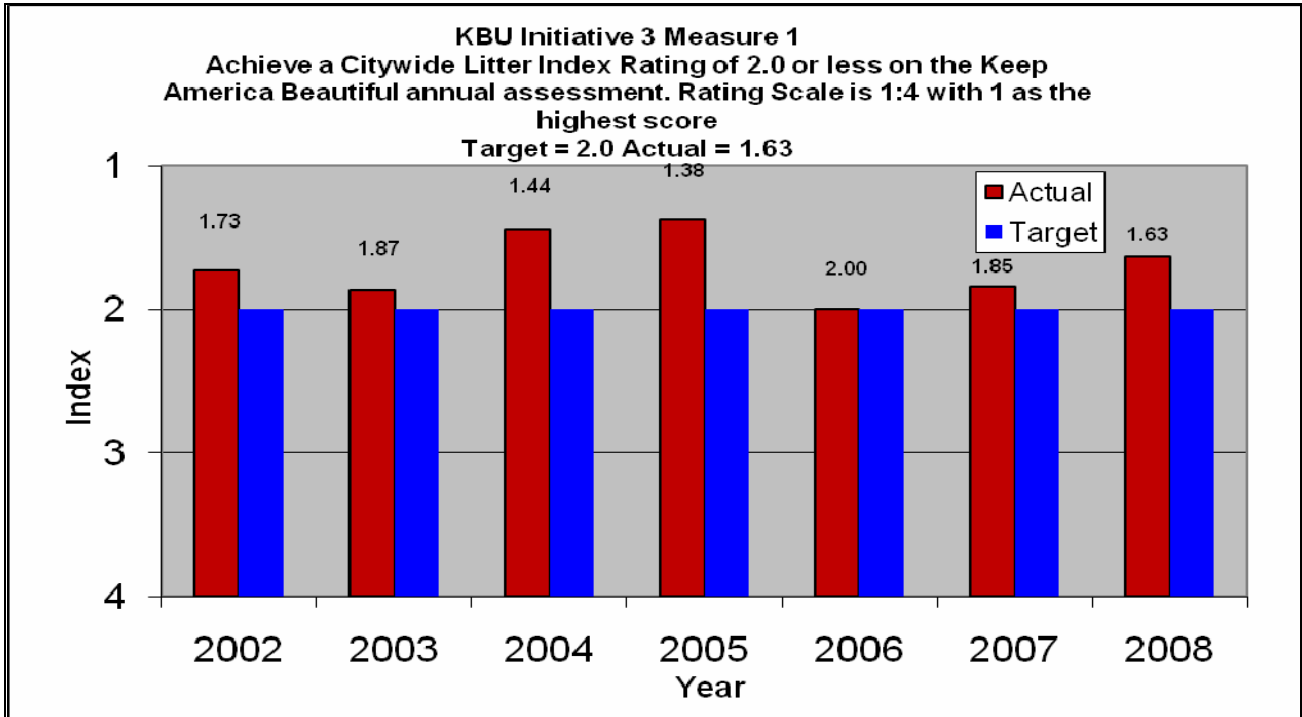
### III. Service Delivery

#### Core Service Areas

Solid Waste Services Key Business provides weekly collection service to over 200,000 single-family households, over 98,000 multi-family households and approximately 4,000 businesses. SWS’ mission is to deliver competitive service that promotes an attractive and healthy environment.

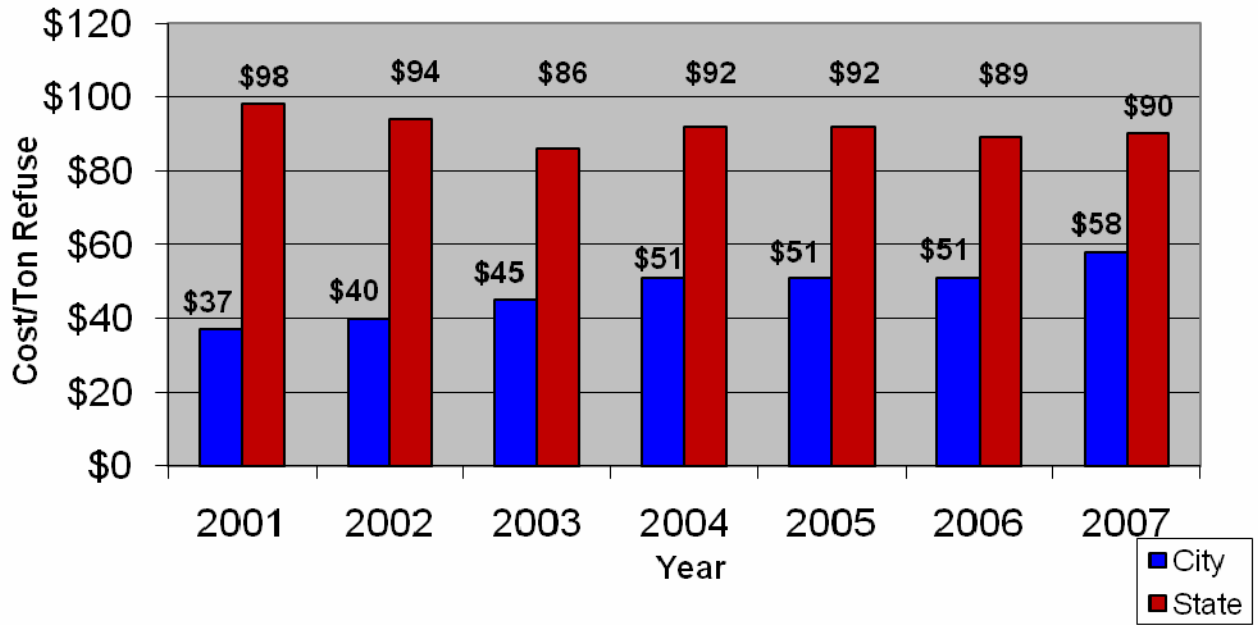
ACTIVITY	SERVICE
<b>ADMINISTRATION</b>	Supports Key Business activities through coordinated business planning and strategic management of budgetary, fiscal control, competition, contracts, landfill and human resource activities. Administers the outsourced Rollout Container Lease Agreement.
<b>COLLECTIONS</b>	Provides weekly collection service to residential single-family units and multi-family complexes of less than 30 units. Collection service includes pickup of residential garbage, recyclables, yard waste and bulky trash items. Uses special unit to provide neighborhood services such as unscheduled bulk item collection.
<b>SPECIAL SERVICES</b>	Cleans city-maintained streets and rights-of-way, supports special events, manages the infrastructure and the cleanliness of the Central Business District, collects small business refuse, dead animals and provides public trash receptacles. Provides maintenance for bus stops and trolley corridor.
<b>PUBLIC SERVICES</b>	Supports Key Business activities through the development and implementation of public affairs programs, public education initiatives and media-related services.
<b>CONTRACT SERVICES</b>	Monitors daily contract field operations to ensure contract compliance and customer satisfaction. Manages Multi-family Collection Contracts for complexes having 30 or more residential units.
<b>TECHNOLOGY SERVICES</b>	Supports Key Business activities by the management, coordination and implementation of information technology based operations.
<b>SAFETY AND TRAINING</b>	Coordinates internal safety and training activities and facilitates the activities for the Accident Prevention Team.
<b>CUSTOMER SERVICE LIAISON</b>	Handles complex solid waste service requests related to bulky item collection, missed service, new service, cart maintenance forwarded from the consolidated 311 Customer Service Call Center.

## Selected Key Business Trends

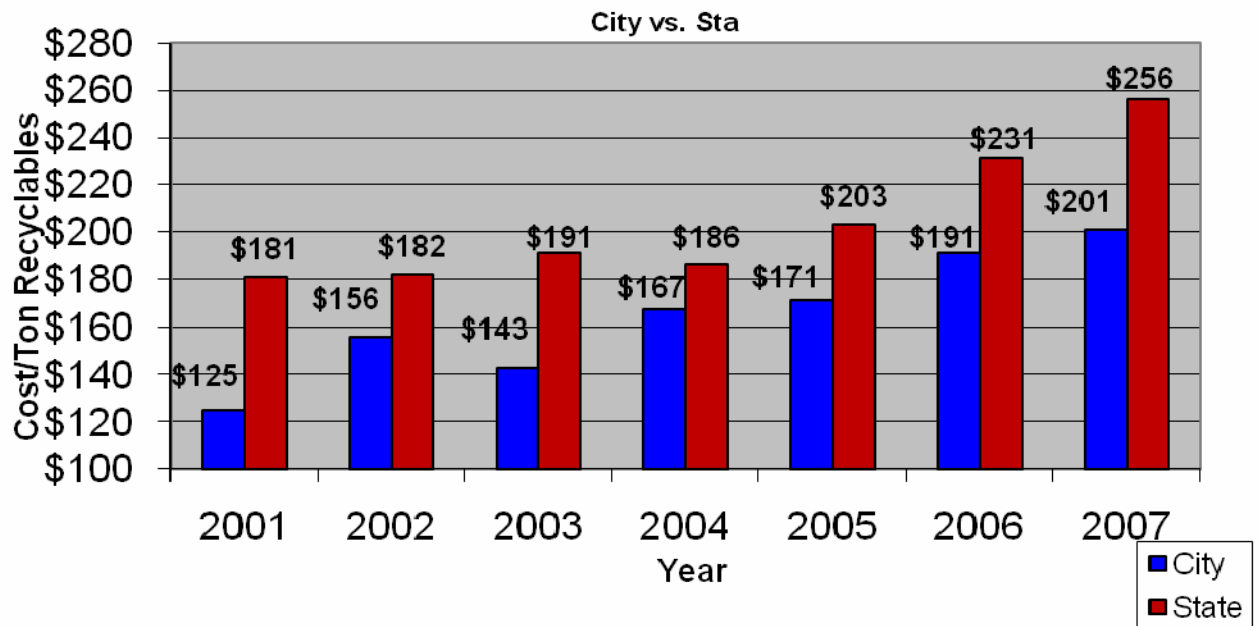




7 Year Refuse Cost per Ton  
City vs. State



7 Year Recycling Cost per Ton



## IV. Balanced Scorecard and Performance Management

### SERVE THE CUSTOMER

#### KBU INITIATIVE 1

Improve neighborhood appearance and raise public awareness about solid waste services.

##### Measure 1.

**Conduct educational initiatives for 25% of 16 garbage routes identified as needing intervention to improve collection proficiency.**

Solid Waste Services will implement educational initiatives for routes on which customers are in poor compliance with SWS item preparation procedures. Four (4) routes will be selected each fiscal year from among the sixteen (16) most challenged garbage collection routes that SWS serves. The goal of these comprehensive, educational initiatives is to improve customer adherence to SWS procedures. This will result in improved efficiency and service delivery along these routes.

**CSC Linkage: Strengthen Neighborhoods**

##### Measure 2.

**Collect solid waste from the City's right-of-ways in excess of the previous five-year average of 6,097 tons of waste collected.**

SWS will measure its performance in right-of-way collection to gauge the effectiveness of its resource allocation for right-of-way cleaning programs and to use the benchmark as a measurement tool to track month-to-month and year-to-year success. The areas to be measured will include; illegal dump cleanups (including dumped yard waste), right-of-way litter collection, street sweeping, and special event cleanups.

**CSC Linkage: Strengthen Neighborhoods**

#### KBU INITIATIVE 2

Promote recycling participation.

##### Measure 1.

**Collaborate with multifamily properties one time each quarter to promote awareness of available multifamily recycling options.**

SWS continues to establish partnerships multifamily properties to increase recycling participation within these communities. The work of the partnership follows a comprehensive effort that has included presentations, written materials, and other tools to encourage residents to increase their recycling participation. An increase in recycling will reduce the amount of waste deposited of in landfills.

**CSC Linkage: Safeguard the Environment**

##### Measure 2.

**Introduce the recycling program, developed in FYo8, to at least two of the major special events held in the Center City and extend the pilot program to one smaller event to access the benefit of providing recycling programs at future City-supported special events.**

SWS successfully implemented a pilot recycling program during a Center City event in FYo8. In FYo9 SWS will expand the program to several more events and continue to track its success to determine the feasibility of executing

recycling services at all special events in order to reduce the amount of disposable waste that is generated.

**CSC Linkage: Safeguard the Environment**

**RUN THE BUSINESS**

**KBU INITIATIVE 3**

Develop effective alliances with internal and external partners.

**Measure 1.**

**Achieve citywide litter index rating of 2.0 or less on the Keep America Beautiful annual assessment.**

One of the most obvious signs of neglect and deterioration in any given area is the presence of widespread litter. Along with detracting from aesthetic beauty, neighborhood litter contributes to diminished vitality, lower property values and the perception of higher crime. The support of Keep Charlotte Beautiful initiatives through enhanced right of way cleaning, street sweeping, neighborhood initiatives in collaboration with the Neighborhood Development Key Business and neighborhood organizations, and public education will enable SWS to achieve a citywide index rating of 2.0 or less.

**CSC Linkage: Develop Collaborative Solutions**

**Measure 2.**

**Develop neighborhood partnerships in 25% of 12 targeted neighborhoods to promote increased bulky item scheduling.**

A pilot public education initiative called, “The Call and Send Program” was developed from a partnership with the Windsor Park Neighborhood in FY04. This program enables neighborhood leaders to report unscheduled bulky items for collection while following up by letter with customers who are not scheduling requests for service. Sixteen (12) communities that consistently have unscheduled bulky items were identified. SWS will work with neighborhood associations in targeted communities to increase bulky item scheduling.

**CSC Linkage: Develop Collaborative Solutions**

**KBU INITIATIVE 4**

Improve customer satisfaction with service delivery.

**Measure 1.**

**Maintain service complaint calls at an average of no more than 3.04 per 1,000 units serviced. This is less than the IOG Report statewide rate of 54.8 average complaints per 1,000 calls.**

SWS will maintain an average of 3.04 for missed service complaints. SWS will use the monthly competition report to monitor types of service complaints and share with operating staff in an effort to improve service delivery and enhance customer satisfaction.

**CSC Linkage: Enhance Customer Service**

**KBU INITIATIVE 5**

Improve operational efficiencies.

**Measure 1.**

**Benchmark performance standards for refuse, recyclables, yard waste, street sweeping and business garbage using the AVL tracking system.**

SWS staff will benchmark collection performance standards in each of the respective five service programs to ensure maximum efficiency. Evaluations will be conducted by reviewing data provided by the AVL tracking system while taking into consideration all variables that impact service delivery. The categories will include service program and individual routes. The number of residential units serviced by each employee per hour will determine the rate of achievement.

**CSC Linkage: Optimize business Processes**

**Measure 2.**

**Complete 63 route address verifications annually.**

Comprehensive information about address service locations is critical to the success of the Solid Waste Services Key Business. This data will be compiled from audits of collection routes during FYo8. Staff will field verify selected routes in collection zones to authenticate the completeness of address service locations.

**CSC Linkage: Optimize business Processes**

**MANAGE RESOURCES**

**KBU INITIATIVE 6**

Reduce or maintain operating costs.

**Measure 1.**

**Maintain a collection cost per ton for refuse and recyclables that is less than the statewide average of \$90 and \$256, respectively.**

Based on a report conducted annually by The University of North Carolina at Chapel Hill Institute of Government that analyzes performance and cost data for city services, SWS will maintain a cost-per-ton collected for refuse and recyclables that is less than the statewide average for municipalities in the State of North Carolina.

**CSC Linkage: Deliver Competitive Services**

**Measure 2.**

**Maintain a landfill ticket submission rate of not less than 98%.**

In order to establish data collection performance standards, SWS will complete and verify landfill data to assist in utilization analysis and improved management of landfill resources.

**CSC Linkage: Deliver Competitive Services**

**DEVELOP EMPLOYEES**

**KBU INITIATIVE 7**

Train workforce and develop employees.

**Measure 1.**

**Provide 4 or more hours of safety-based training to no less than 85% of field operation employees in an attempt to reduce preventable vehicular accidents and personal injuries.**

SWS will provide safety based training to its field operation employees to aid in the reduction of injury and risk to SWS employees as well as citizens. This will also

assist in the reduction of insurance and liability claims. Training will be implemented through the utilization of a departmental Driver Training Program and other techniques and strategies. Supervisory staff will continue to conduct monthly tailgate sessions and quarterly safety meetings to increase the focus on safety awareness and prevention.

**CSC Linkage: Promote Learning and Growth**

#### **KBU INITIATIVE 8**

Create a positive and productive work environment.

##### **Measure 1.**

**Recognize one employee each quarter, selected from departmental employee nominations, who most clearly exhibited the City's Guiding Principles during the previous quarter.**

SWS will recognize one (1) employee each quarter who most closely demonstrates the City's guiding principles, including: teamwork, openness, accountability, productivity, employee development, courteousness, responsiveness, accessibility and seamless quality service. Employees will be nominated by co-workers and one employee will be selected by an interdepartmental selection committee.

**CSC Linkage: Achieve Positive Employee Climate**

#### **KBU INITIATIVE 9**

Promote wellness in worksite environment.

##### **Measure 1.**

**Maintain designated Wellness Works areas every quarter in each of the 4 SWS divisions to educate employees on various health and wellness topics.**

Aligned with the goals and objectives outlined within the City's Wellness Management Plan, SWS will continue to support an annual wellness fair and quarterly wellness education seminars for high blood pressure and other life threatening illnesses. SWS encourages participants to review available literature about ways to improve overall health. Absenteeism and worker's compensation claims will be analyzed at the end of the fiscal year and compared with data from previous years to help assess the effectiveness of the wellness efforts.

**CSC Linkage: Achieve Positive Employee Climate**

##### **Measure 2.**

**Provide annual training on specific health related issues to no less than 95% of SWS employees.**

This measure is also aligned with the goals and objectives outlined within the City's Wellness Management Plan, SWS will continue to support an annual wellness fair and quarterly wellness education seminars for high blood pressure and other life threatening illnesses. SWS encourages participants to review available literature about ways to improve overall health. Absenteeism and worker's compensation claims will be analyzed at the end of the fiscal year and compared with data from previous years to help assess the effectiveness of the wellness efforts.

**CSC Linkage: Achieve Positive Employee Climate**

## **VI. Conclusion**

Solid Waste Services FY09 Strategic Operating Plan builds upon the successes and lessons learned during previous years. The Plan looks to the future and links Key Business strategic operating initiatives to City Council Focus Areas. The Plan includes special initiatives that highlight Environmental Focus, Optimizing Business Processes and Wellness. Solid Waste Services is committed to merging proven processes with innovative strategies to enhance service delivery capabilities in a manner that is efficient and economically competitive. Solid Waste Services is confident that the initiatives detailed in this plan can be accomplished. The achievement of these initiatives will enhance public health and lead to a safer and more attractive City in which to live.

# KBU-Balanced Scorecard Report

Reporting Period: 7/1/08 to 6/30/09

Corporate Objective	KBU Initiative (* indicates Focus Area Initiative)	Measure (* indicates Focus Area Measure)	Prior Year Actual *FY08	Lead or Lag	Performance Data			Comments/Explanation <i>(To be completed at mid-year and year-end reporting)</i>
					Target	YTD	Status	

Serve the Customer	Strengthen Neighborhoods	<b>*KBU INITIATIVE 1</b> Improve neighborhood appearance and raise public awareness about solid waste services.	1. * Conduct educational initiatives for 25% of 16 garbage routes identified as needing intervention to improve collection proficiency.  2. * Collect solid waste from the City's right-of-ways in excess of the previous five-year average of 6,097 tons of waste collected.	4	Lead	4			
				6097.37	Lead	> 6097			
	Safeguard the Environment	<b>*KBU INITIATIVE 2</b> Promote recycling participation.	1. * \$ Collaborate with multifamily properties one time each quarter to promote awareness of available multifamily recycling options.  2. * Introduce the recycling program, developed in FY08, to at least two of the major special events held in the Center City and extend the pilot program to one smaller event to access the benefit of providing recycling programs at future City-supported special events.	N/A	Lead	4			
				1	Lead	3			
Run the Business	Develop Collaborative Solutions	<b>KBU INITIATIVE 3</b> Develop effective alliances with internal and external partners	1. * \$ Achieve a Citywide Litter Index Rating of 2.0 or less on the Keep America Beautiful annual assessment.  2. * Develop neighborhood partnerships in 25% of 12 targeted neighborhoods to promote increased bulky item scheduling.	1.63	Lag	2.0			
				3	Lead	3			
	Enhance Customer Service	<b>KBU INITIATIVE 4</b> Improve customer satisfaction with service delivery	1. Maintain service complaint calls at an average of no more than 3.04 per 1,000 units serviced. This is less than the IOG Report statewide rate of 54.8 average complaints per 1,000 calls.	2.24	Lead	3.04			

# KBU-Balanced Scorecard Report

Reporting Period: 7/1/08 to 6/30/09

Corporate Objective	KBU Initiative (* indicates Focus Area Initiative)	Measure (* indicates Focus Area Measure)	Prior Year Actual *FY08	Lead or Lag	Performance Data			Comments/Explanation <i>(To be completed at mid-year and year-end reporting)</i>
					Target	YTD	Status	

Manage Resources	Optimize Business Processes	KBU INITIATIVE 5 Improve operational efficiencies.	1. Benchmark performance standards for automated refuse collection in the East and South Zones using the AVL tracking system.  2. Complete 63 route address verifications annually.	N/A	Lead	N/A			
				63	Lag	63			
Develop Employees	Deliver Competitive Services	KBU INITIATIVE 6 Reduce or maintain operating costs.	1. \$ Maintain a collection cost per ton for refuse and recyclables that is less than the statewide average of \$90 and \$256, respectively.  2. Maintain a landfill ticket submission rate of not less than 98%.	\$58 \$201	Lag	≤\$90 ≤\$256			* Statewide collection averages are reported annually in February as part of the Institute of Government Performance Benchmark Report. SWS has consistently provided collection service at costs lower than the statewide averages. SWS' primary performance goal is to continue to maintain its lower collection costs in addition to being measured against other NC cities.
				98.8%	Lead	98%			
Develop Employees	Promote Learning & Growth	KBU INITIATIVE 7 Train workforce and develop employees.	1. Provide 4 or more hours of safety-based training to no less than 85% of field operation employees in an attempt to reduce preventable vehicular accidents and personal injuries.	N/A	Lead	85%			
	Achieve Positive Employee Climate	KBU INITIATIVE 8 Create a positive and productive work environment.	1. Recognize one employee each quarter, selected from departmental employee nominations, who most clearly exhibited the City's Guiding Principles during the previous quarter.	4	Lead	4			
	Achieve Positive Employee Climate	KBU INITIATIVE 9 Promote wellness in worksite environment	1. \$ Maintain designated Wellness Works areas every quarter in each of the 4 SWS divisions to educate employees on various health and wellness topics.  2. \$ Provide annual training on specific health related issues to no less than 95% of SWS employees.	16	Lead	16			
				100%	Lead	95%			



# KBU-Balanced Scorecard Report

Reporting Period: 7/1/08 to 6/30/09

Corporate Objective	KBU Initiative (* indicates Focus Area Initiative)	Measure (* indicates Focus Area Measure)	Prior Year Actual *FY08	Lead or Lag	Performance Data			Comments/Explanation <i>(To be completed at mid-year and year-end reporting)</i>
					Target	YTD	Status	

**Status:**

1. Use a "+" (plus) sign to indicate all is well.
2. Use a "-" (minus) sign to indicate that the status is not where expected or the current status is in trouble. Provide explanation.
3. Use a "x" to indicate this target will not or is not met. Provide explanation.
4. Use a "\$" to indicate incentive target.